CENTRAL ASIAN JOURNAL OF INNOVATIONS ON TOURISM MANAGEMENT AND FINANCE




Volume: 03 Issue: 05 | May 2022 ISSN: 2660-454X

http://cajitmf.centralasianstudies.org/index.php/CAJITMF

# Scientific and Theoretical Aspects of the Motivation Process

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*Received 16th Mar 2022,*
*Accepted 19th Apr 2022,*
*Online 25th May 2022*

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**Abstract:** The article focuses on the use of motivation as a personnel management task. A characteristic feature of personnel management in the current conditions of management is the growing role of employees. The article identified the need for the incentive system to move forward, rather than the changing incentives and needs ratio. In order to motivate employees in organizations, material and intangible methods of rewarding for the work done today are used. It is advisable to use in practice different types of motivational methods in human resource management in any field.

**Keywords:** labor motivation, incentives, material motivation, status motivation, evaluation of labor results, rewarding, payment of wages, improvement of working conditions.

## Introduction

In the period of transformation of social-market relations, there is a need to create a modern mechanism for motivating labor activity. Without this, it will not be possible to see in practice the basis for the growth of real incomes and living standards of the population as the main condition for increasing production productivity. In this case, the result of all the changes is the labor team, where the process of direct integration of labor with the means of production takes place, labor activity is carried out.

The third direction of the development strategy of the new Uzbekistan for 2022-2026 states that “per capita GDP will increase 1.6 times, and per capita income will reach 4 billion soums by 2030. The goal is to increase the USA dollar and create a basis for joining the ranks of middle-income countries”. In his Address to the Oliy Majlis on December 29, 2020, President of the Republic of Uzbekistan Sh. Mirziyoyev said: “The ultimate goal of economic reforms in the new year will be to reduce poverty and increase the welfare of the population. These strategic goals will be achieved through high economic

growth that creates equal opportunities for all"[1]. Achieving stable high growth rates will be achieved by increasing labor productivity in various sectors of the economy. Wages, bonuses, moral incentives and working conditions are factors that motivate employees to increase productivity. Today, these incentives are becoming increasingly important as an indicator of the prestige and rating of enterprises, and the concept of "employer brand" is gaining popularity. One of the important aspects of an employer brand is that companies need to pay attention to work motivation, which allows them to attract employees in high-demand professions with high knowledge and skills.

**Analysis of the relevant literature**

The problem of employee motivation is well studied in foreign and national literature. There are many schools and theories of personnel management and motivation, and in some cases, scale perspectives. Foreign researchers dealing with this problem are A. Maslow, F. Gertsberg, D. McClelland. The most prominent researchers in this field in the CIS are A.P.Volgin, V.P.Galenko, M.V. Grachev, E.E. Starobinsky, V.V. Travin and others can be cited.

At the same time, attempts to adapt traditional concepts of motivation to our time are largely unsystematic, making it difficult to use methods and technologies of motivation. The complexity of the organization of the system of employee motivation is determined in practice by the insufficient study of the specifics of the motivation of employees engaged in certain sectors of the economy and types of production.

Motivation manifests itself as one of the most important organizational processes, the specificity of which is that it is directly focused on achieving organizational goals. The lack of a developed motivation system leads to a decline in the competitiveness of the company, which is negatively reflected in the salary and the situation in the team. In the current context of management, special attention should be paid to intangible incentives, creating a flexible system of benefits for employees of the organization. It is necessary to create one important condition for the successful operation of any enterprise, that is, to use the full potential of employees.

The variety of methods of motivational influence allows us to talk about any area of their application in management. However, the complexity of using motivational methods in solving tasks is, first of all, to identify an effective motivational mechanism.

Theoretical approaches to motivation underlie the notions formed in the science of psychology, which study the causes and mechanisms of goal-oriented human behavior. From this perspective, motivation is defined as the driving force of human behavior, based on the interrelationship of human needs, motivations, and goals.

**Research methodology**

The methodological basis of the research is the basic rules and principles of dialectics. The study of the processes of labor motivation was based on the study of the collective environment in companies, that is, the classification of the types of motivations used in them, the method of describing the process of implementation. In drawing conclusions about the process of motivation, methods of logical analysis,

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synthesis, generalization, induction and deduction, systematic approach to economic events and processes were used.

**Analysis and results**

Work motivation can be studied in statics and dynamics. In the first case, the level of labor motivation that occurs (high, medium, low) and the recorded composition of labor incentives come to the fore. In the second case, we are talking about changes in the composition of incentives and the dynamics of the level of labor motivation, for example, from low to medium and high, that is, motivation is considered as a process. The analysis of the current level of motivation makes it possible to determine the criteria for its change. In the process of analysis, the level of motivation of all employees, teams of structural units, socio-professional, age-sex groups is determined. On its basis, differentiated measures will be developed to strengthen labor motivation, ie improve labor incentives. The dynamics of the level of motivation comes in response to the organization's efforts to improve labor incentives.

Thus, labor motivation is a dynamic system of labor incentives, a process of changing the composition of these incentives and their importance in the minds of workers. It occurs under the influence of labor incentives carried out by the organization, as well as under the influence of changes in the labor market and living conditions.

Labor motivation is a complex process, a developing economic relationship that directly affects the level of labor motivation of employees, its interest in labor[2]. The process of work motivation is cyclical (Figure 1).

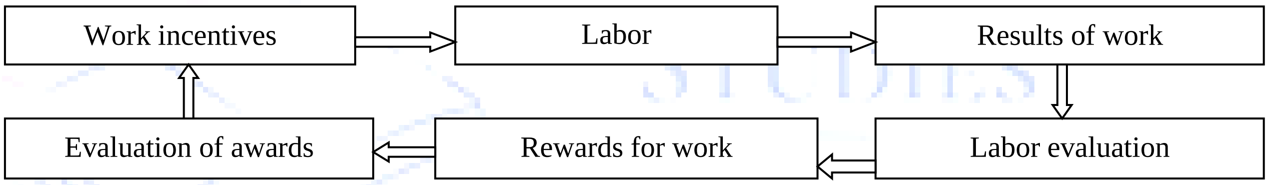



***Figure 1. Motivation model***[3]

Each cycle can increase and decrease labor incentives. If the rewards increase, the evaluation of labor is fair, and the worker is morally motivated, then his enthusiasm for labor will increase, and vice versa. In management, motivation is studied as the process of motivating a person to a particular activity using internal and external factors to achieve personal, collective, and social goals[4].

When approached in this way, it is about managing motivations. The purpose of motivation in this situation is to form a set of conditions that motivate a person to take action to achieve the goal with the highest efficiency.

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[3] Илмий адабиётларни ўрганиш асосида муаллифнинг ишланмаси.
[4] Одегов Ю.Г., Федевенка А.А., Дашкова Е.С. Мотивация трудовой деятельности: Учебно-практическое пособие./Ю.Г.Одегов, А.А.Федвенка, Е.С.Дашкова. –М.: Альфа-Пресс. -2009. -336с.

The mechanism of formation of motivation is a set of legal relations and relationships that determine the process of mastering social values, norms, rules of conduct, areas of special value for the individual and the development of devices in the field of labor[5].

The realization of this mechanism occurs due to the use of a wide range of methods: economic, administrative, organizational-economic, spiritual-spiritual, social[6].

Economic methods can be direct or indirect. The first includes: salaries, bonuses for productive work, bonuses for internships, etc. Indirect methods can include preferential meals, rewarding with valuable gifts, loans, and housing.

Administrative methods are flexible work schedules, facilitating creative vacations and business trips. Social methods include promotion, participation in high-level decision-making, and changes in social status. Organizational and production methods include labor protection, improvement of working conditions. Spiritual methods are gratitude, participation in the evaluation of the results of work[7].

A person’s needs, requirements, values, interests, incentives, and expectations of reward are at the heart of motivation as a way to meet needs. Needs, which express the need, the need for certain blessings, objects and forms of behavior for a person, are the first "pole" of the motivation mechanism, the initial link. It should be noted that not all people experience the same needs, i.e., different exact amounts of human needs are followed, leading to different behaviors in achieving their goals.

The composition of a person’s needs is determined by his or her place in the social structure or previous experience. This means that there are many differences between people in their attitudes towards the needs that are important to them. More importantly, there are many ways and means to meet the needs of a clearly derived individual. Each individual or social group has a specific system of needs that is a dominant, priority. In human behavior, this or that need may at some point be situationally different from the dominant need. Most authors describe need as the need of the subject for something to function and develop spiritually[8].

It is necessary to determine the composition of the motivation of individual employees and the whole team, and use a system of support that activates this or that incentive, depending on the specific situation. In this situation, it is advisable to consider the classification of types of motivational influences (Figure 2).

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[5] Доронина И.В. Мотивация и стимулирование персонала: учебное пособие/И.В.Доронина. –Новосибирск: СибАГС, 2005. -262 с.

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[7] Одегов Ю.Г., Федевенка А.А., Дашкова Е.С. Мотивация трудовой деятельности: Учебно-практическое пособие./Ю.Г.Одегов, А.А.Федвенка, Е.С.Дашкова. –М.: Альфа-Пресс. -2009. -336с.

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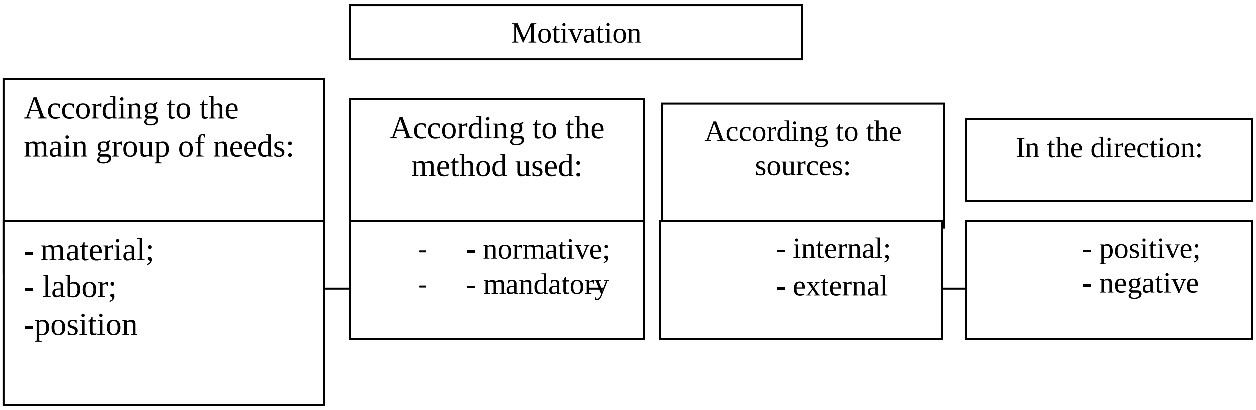



**Figure 2. Classification of types of motivational influences**[9]

Depending on the main group of needs, material, labor, and status motivation are separated[10]. Material motivation is the pursuit of prosperity, a higher standard of living. It depends on the level of personal income, its composition, the stratification of income in the organization and society, the effectiveness of the system of material incentives applied in the organization. Primary needs are, by their nature, physiological and congenital. The need for food, water, air, etc. is an example of this. Secondary needs are, by their nature, social needs. Material motivation is the pursuit of prosperity, a higher standard of living. It depends on the level of personal income, its composition, the stratification of income in the organization and society, the effectiveness of the system of material incentives applied in the organization. Primary needs are, by their nature, physiological and congenital. The need for food, water, air, etc. is an example of this. Secondary needs are, by their nature, social needs[11].

The study of methodological literature on the development and implementation of labor motivation in enterprises allows to determine the existence of three interrelated elements (group of methods) of labor motivation. These include administrative, economic and social elements. The general structure of forms and methods of labor incentives is shown in Figure 3.

Organizational and administrative methods, first of all, involve employees in the work of the organization, the work of collegial bodies, for example, they are given the right to vote on a number of issues. Motivation also plays an important role in the prospect of acquiring new knowledge and skills. It increases the independence of workers, gives confidence in the future. This group also includes motivation to enrich the content of work.

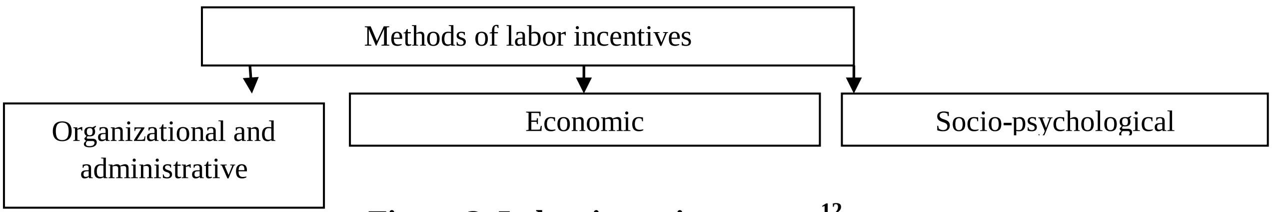



**Figure 3. Labor incentive system** [12]

[9] Илмий адабиётларни ўрганиш асосида муаллифнинг ишланмаси.
[10] Киселева Е.А. Гендерный подход к мотивации персонала.//Управление персоналом. -2008, №6. С.14-15
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[12] Илмий адабиётларни ўрганиш асосида муаллифнинг ишланмаси.

It consists of providing employees with meaningful, important, interesting work that meets the personal interests and interests of employees, has broad prospects for career and professional growth, and allows them to demonstrate their creative abilities, control over their working conditions and resources.

Economic methods are primarily a system of measures that involves the acquisition or deprivation of material benefits by employees. These are different types of rewards and payments, bonuses, privileges. This group also includes material benefits provided, such as tourist vouchers, sanatorium treatment fees[13].

- Socio-psychological methods of motivation consist of the following main elements:
- to create conditions that allow people to feel better about their work, professional pride, personal responsibility for the results of the work, the value of the results, their special importance;
- the existence of problems, the ability of everyone to show their abilities in the workplace, the opportunity to express themselves at work, to ensure that he can do something;
- personal and public recognition;
- setting high goals that encourage people to work effectively;
- an environment of mutual respect, trust, tolerance for mistakes and failures and encouraging reasonable risk;
- a shift in position that combines all the methods considered, as it provides a high salary (economic incentive), interesting and meaningful work (organizational incentive) and reflects the reputation and service of the individual through the transfer to a higher group (status incentive). At the same time, this method of incentives is limited from the inside: there are not many vacancies in the organization; not all people have the ability to manage, and not everyone strives for it; promotion on service requires increased costs in retraining;
- Rewards for the completion of large-scale work, the use of new methods of work or the development of new products, the introduction of rationalization proposals;
- approval of the process, if the work is done qualitatively;
- support if employees are skeptical, insecure, unable to choose goals, objectives, behavioral methods and actions;
- Conscientious approach to human communication.

**Conclusions and suggestions**

One way to address the practical challenges of creating and improving a system of work motivation is to develop a hierarchy of incentives for the team, individual occupational groups, and specific employees. Motivation and motivation are contrasted as methods of labor management: the first is aimed at changing the existing situation; the second to strengthen it; but in doing so they complement each other. The task of incentives is to influence the work community in the form of incentives for effective work, community outreach, collective and individual incentives.

[13] Миляева Л., Пьянов С. Проблема мотивации труда на промышленных предприятиях.//Человек и труд. - 2009. №1. –С.11-15.

Based on the study of the current system of work motivation, it was identified the need to raise awareness of employees about the work of the enterprise, the formation of mental confidence in the opportunities for promotion, as well as the need for future solidarity of the team. We believe that this set of measures will help to ensure the full implementation of the main identified incentives of employees and create a comfortable socio-emotional climate in the team, thereby increasing labor productivity and employee satisfaction with the work process.

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